



Karnataka Bank Ltd.

Your Family Bank, Across India



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Kankanady
Mangaluru – 575 002

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CIN : L85110KA1924PLC001128

SECRETARIAL DEPARTMENT

19.02.2024

HO:SEC: 342:2023-24

To:

The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G
Bandra-Kurla Complex
Bandra (E), Mumbai-400051
Scrip Code: KTKBANK

The General Manager
BSE Limited
Corporate Relationship Dept
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai-400001
Scrip Code: 532652

Madam/Dear Sir,

Sub: Regulation 30 of SEBI (LODR) Regulations, 2015: - Corporate Presentation

Pursuant to Regulation 30 of the SEBI (LODR) Regulations, 2015, we hereby submit a copy of the corporate presentation for February, 2024.

We request you to take the above information on record and arrange for dissemination.

Yours faithfully,

Sham K
Company Secretary &
Compliance Officer



Karnataka Bank Ltd.
Your Family Bank. Across India.

Corporate Presentation

February 2024

Banking with Legacy,
Embracing the Future

Celebrating 100 years of trust



PRIVATE & CONFIDENTIAL. NOT FOR CIRCULATION

SECTION 1
Executive Summary

SECTION 3
Financial Highlights

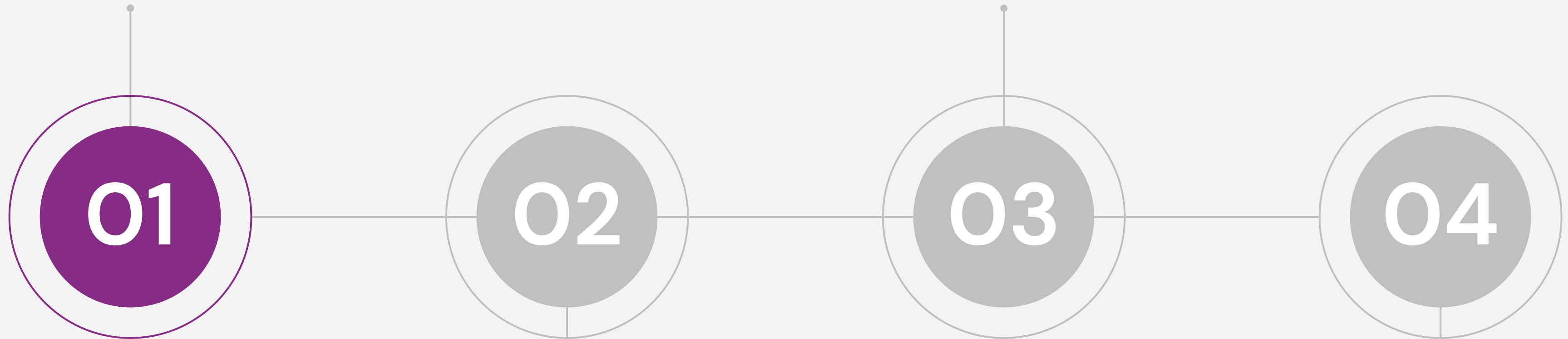


SECTION 2
Key Investment Highlights

SECTION 4
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Focusing on core competencies

Emphasis on our strength areas

Our Legacy

Building on Our Legacy



100 Year Legacy

1924

Year of incorporation

12.92 Mn

Customers

- Tradition with innovation
- Outbound sales culture
- Startup-like agility



MSME & Rural Focus

35.4%¹

Share of MSME & Agri-Loans

46.3%

Branches in Rural & Semi-Urban Areas

- Capitalised on community network
- MSME and Rural have been key growth drivers



Retail & secured Advances

47.5%

Retail Advances in 9MFY24

90%

Secured advances in 9MFY24

- Enhanced RoA and RoE
- Focus on retail and secured – home loan, gold loan



Karnataka Stronghold

4.2%²

Market share in Karnataka

22 States

Pan-India presence

- 577 branches in Karnataka out of 904³ in India
- One of the last few banks headquartered out of Karnataka post bank consolidation
- Inroads into Govt. business, further strengthening deposit franchise



On a transformational journey since 2000 with momentum 2020 onwards

PHASE I GROWTH: FY00-17

- Adoption of CBS: **Edgeverve**
- Bank's branded ATM network: **'MoneyPlant'**
- **Bancassurance tie up** with Metlife India
- **JV with Universal Sampo GI**
- ISO 27001:2013 Certificate for IT
- Internet banking facility: **'MoneyClick'**

PHASE II TRANSFORMATION: FY17-20

- **Transformation Project partnering with Boston Consulting Group (BCG): 'KBL – VIKAAS'**
- **Customer base crosses milestone of 10 Mn**
- Business turnover crosses INR 10,00,000 Mn
- Digital Centre of excellence (**DCoE**) at Bengaluru
- Successful migration to Fin10

PHASE III ACCELERATING TRANSFORMATION: 2020 onwards

- **Focus on next leg of digital transformation – KBL Nxt**
- Cloud Data Platform for **Analytical Centre of Excellence (ACoE)** at Bengaluru
- Qualifies to act as **'Agency Bank'** of RBI to facilitate Government business transaction
- Live with direct & indirect tax collection (GST, Custom duty and Income tax)
- **Mr. Srikrishnan H joins as MD & CEO and Mr. Sekhar Rao joins as ED**
- Net profit **exceeds INR 10,000 Mn** (INR 11,802 Mn) in FY23
- **Capital raise of INR 8,000 Mn + INR 1,000 Mn¹ via preferential allotment** from 6 institutional investors

Started operations in **1924**

2000

2017

2020

Current

100 years of legacy, delivering consistent profits

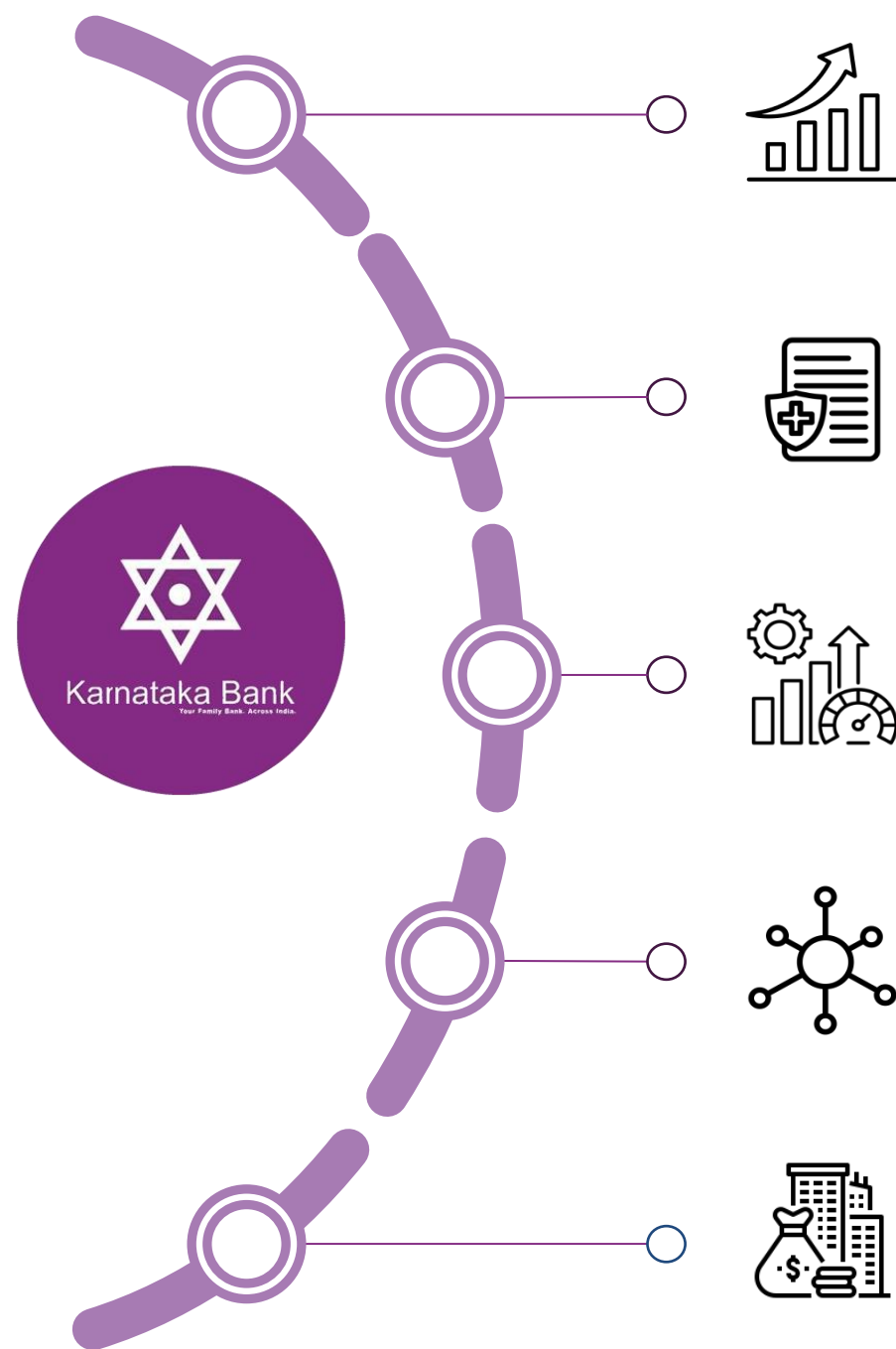




Karnataka Bank at a glance

Strong financial performance

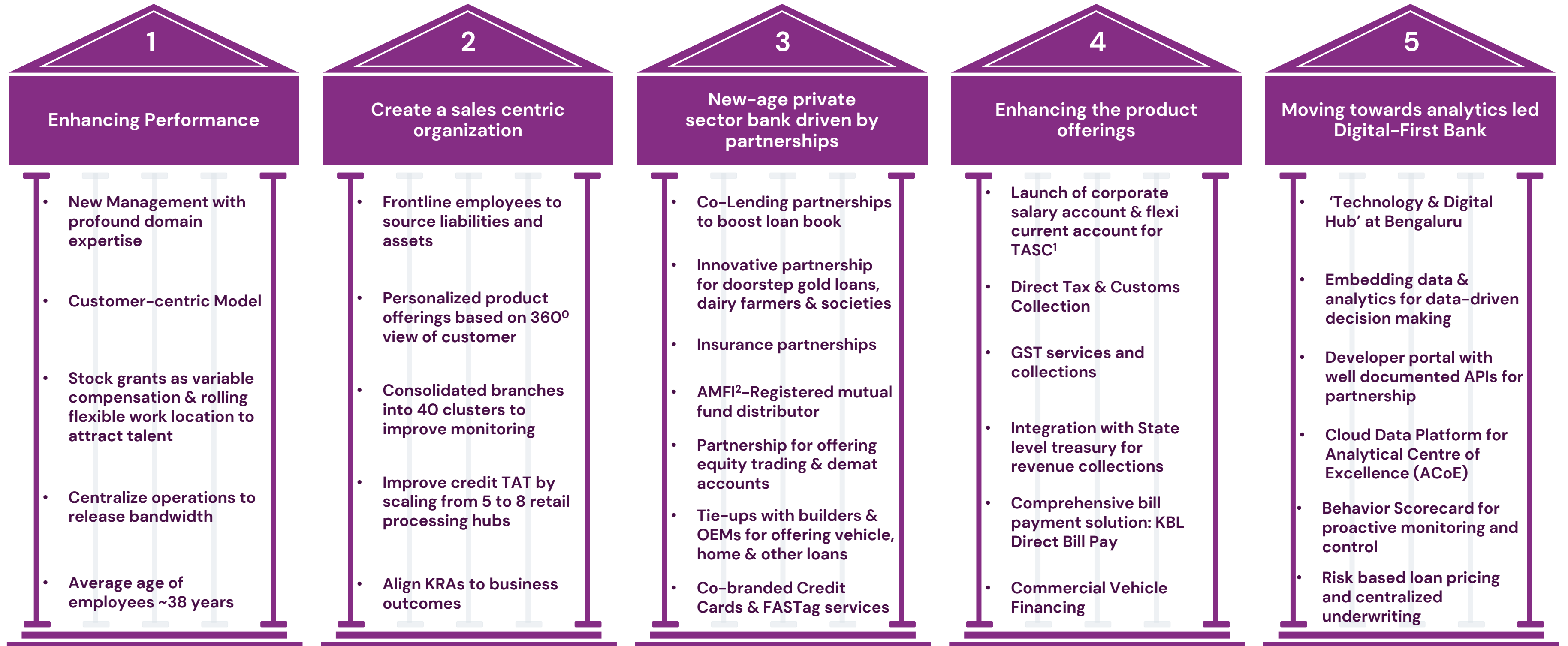
All figures in INR Mn



Scale	697,410 Gross Advances ¹ +9.5% YoY	921,954 Total Deposits +9.0% YoY	31.5%/ 91% CASA %/ Retail term Deposits < INR 20 Mn	10,99,900 Total Assets +10.5% YoY
Profitability	10,320 PAT +24.9% YoY	3.6% Net Interest Margin	15.2% ROE% +44 bps YoY	1.3% ROA% +18 bps YoY
Asset Quality	3.6% Gross NPA% +36 bps YoY	80.8% PCR +54 bps YoY	1.6% Net NPA% (11 bps) YoY	2.6% Standard Restructured Portfolio ² (217 bps) YoY
Operations	904 Branches ³	1,482 ATMs & Recyclers	13 Mn Customers	22 States
Capital	98,869 Net Worth ⁴	15.9%/ 13.7% CRAR/ Tier-1 Capital ⁵	36.7% Institutional Holding ⁶ +11.7 % points increase	266% LCR



Strategic Foundations



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Key investment highlights

1. Added management depth since 2023 and is guided by an independent board
2. 'Bharat ka Karnataka Bank' growing through a multi-channel approach
3. Granular deposit franchise with 90.4% term deposits <INR 20 Mn
4. Double digit growth in advances, diversified across sectors with ability to reprice, and excess liquidity
5. Establishing a robust data analytics shop to enable cross-selling and maintaining healthy asset quality
6. Digital strategies propelling book growth through co-lending with NBFCs, fintech partnerships and insurance tie-ups

Track record of delivering consistent financial performance



Added management depth since 2023...

★ *Joined since February 2023*



Srikrishnan H

MD & CEO

Former MD & CEO, Jio Payments Bank; ED, Yes Bank; Founding Team, HDFC Bank



Sekhar Rao

Executive Director

Former COO, CSB Bank; National Head, RBL; Co-Founder, Savvy India



Balachandra Y V

Chief Operating Officer

28-years operations veteran at Karnataka Bank



Gokuldas Pai

Chief Business Officer

34-years veteran at Karnataka Bank across various business functions



Abhishek Sankar Bagchi

Chief Financial Officer

Former CFO, NSDL Payments Bank; Dy-VP, Finance & Accounts, Axis Bank



Pankaj Gupta

Chief Digital & Marketing Officer

Formerly at Sify Technologies, HCL Services, Wipro Infotech



Gurumurthy R K

Head – Treasury

Formerly at DBS Bank, Laxmi Vilas Bank, Bank One, ING Vysya Bank



Ramaswamy Subramanian

Chief Product Officer

Former CPO, Dvara KGFS; Head – Products, Suryoday SFB

New Onboarding



Venkat Krishnan

Chief Information Officer

Former CTO, IndusInd Bank; CIO, Ujjivan SFB; CTO, Yes Bank

New Onboarding

Onboarding experienced professionals aligned to the transformational journey of the Bank





...and is guided by an independent board

No shareholder holding >5% share capital in the Bank



P Pradeep Kumar

Part Time Chairman, Independent Director



Justice A V Chandrashekar

Independent Director



Jeevandas Narayan

Independent Director



Srikrishnan H.

MD & CEO



Uma Shankar

Independent Director



Kalmanje Gururaj Acharya

Independent Director



Sekhar Rao

Executive Director



Dr D S Ravindran

Independent Director



Harish Hassan Visweswara

Independent Director



B R Ashok

Non-Executive Director

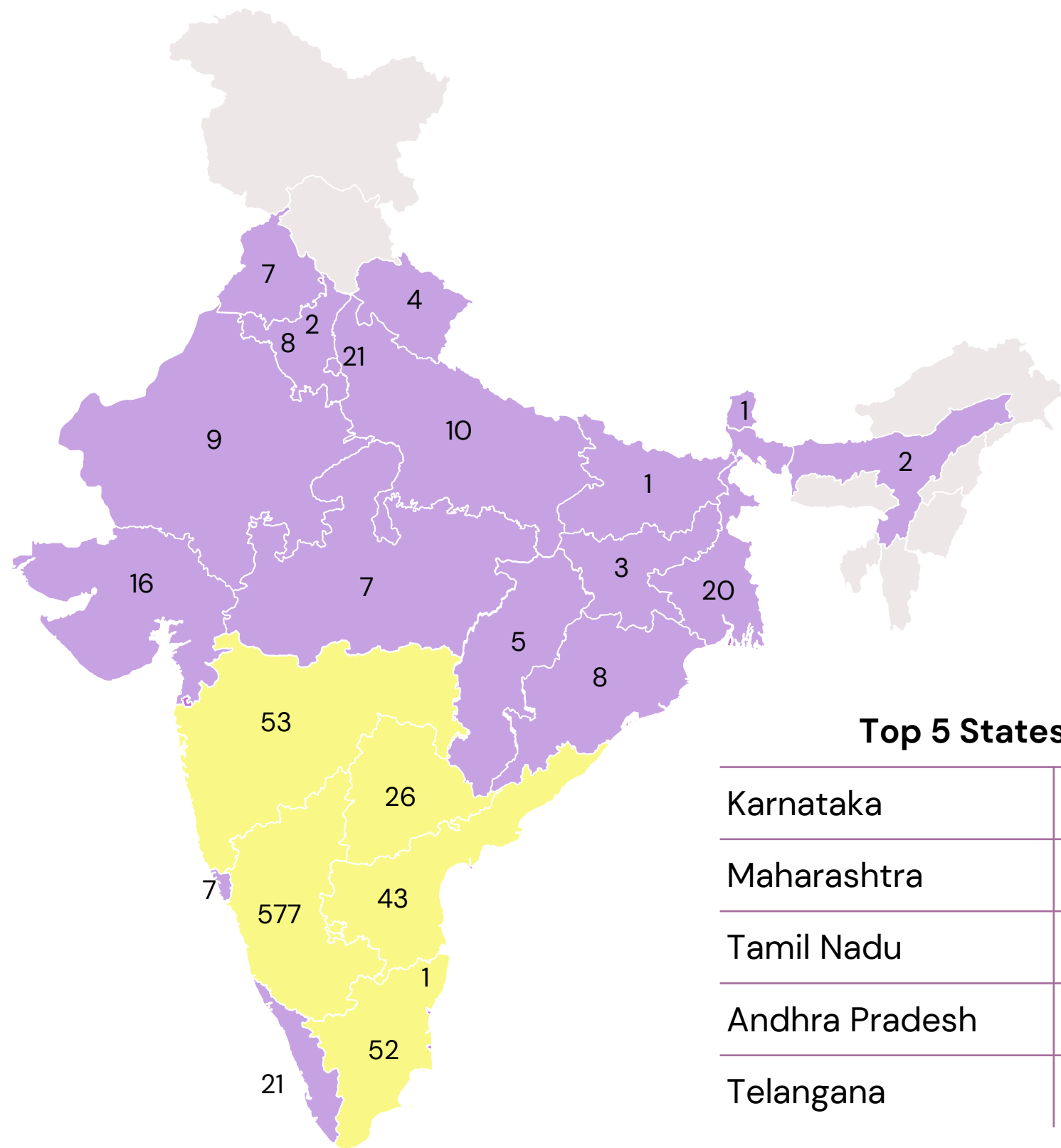


Balakrishna Aise S

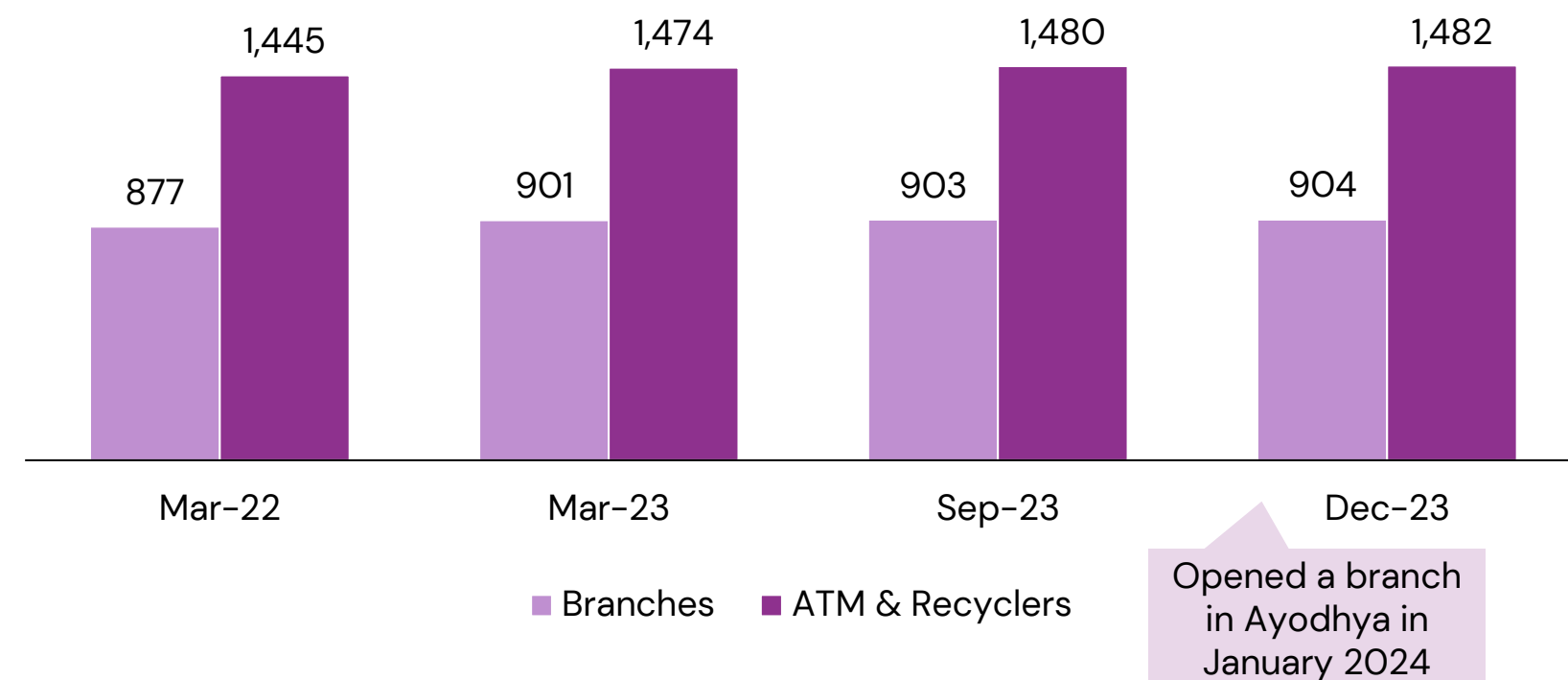
Independent Director



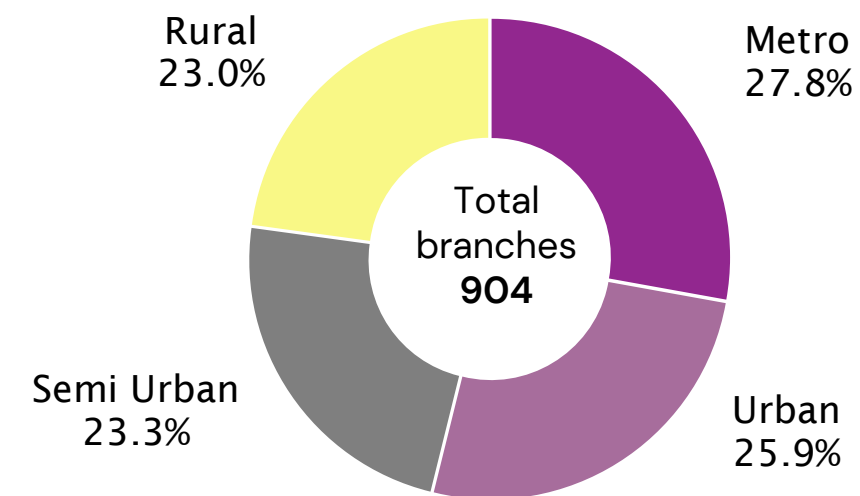
'Bharat ka Karnataka Bank'...



Steady Growth in Locations Served



Presence Across All Tiers





...growing through a multi-channel approach

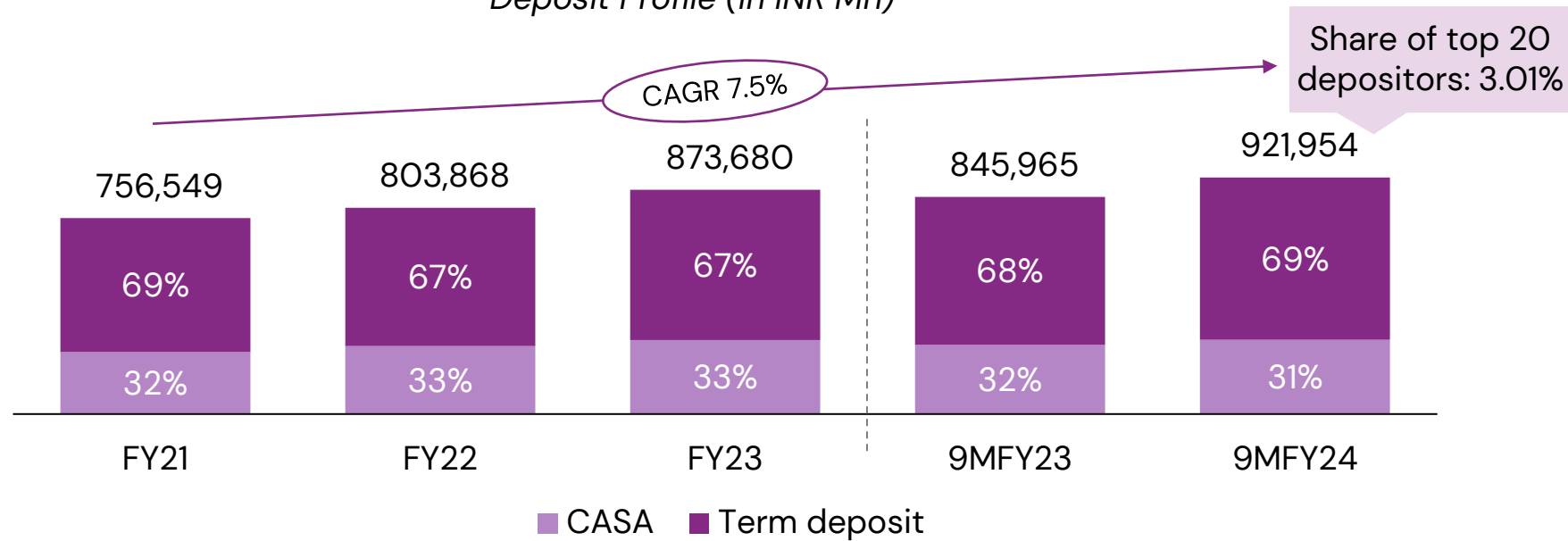




Granular deposit franchise with 90.4% term deposits <INR 20 Mn

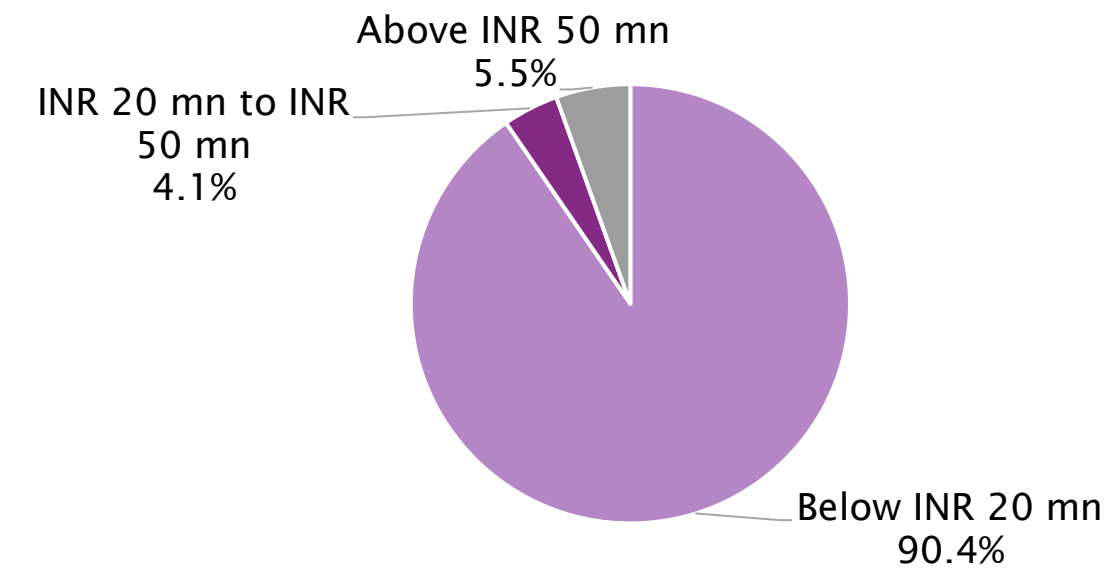
Overall deposit has grown at a CAGR of 7.5% from FY21 to 9MFY24

Deposit Profile (in INR Mn)



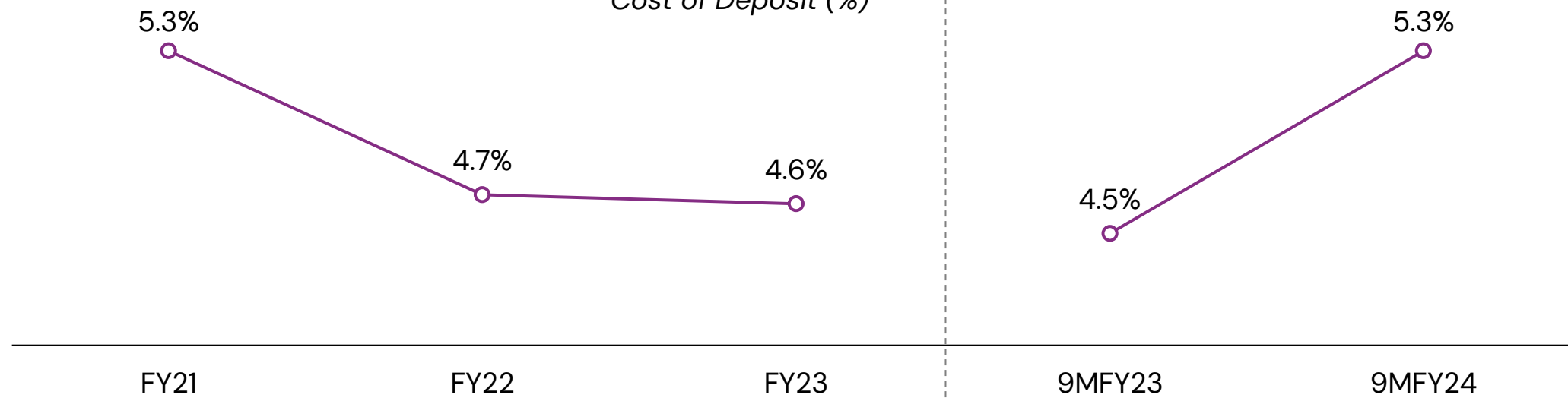
Granular Term Deposits with 90.4% < INR 20 Mn

Retail Term Deposit Breakup (Dec-23)



Sticky and granular deposit franchise with 70 bps reduction in cost of deposit to 4.6% in FY23

Cost of Deposit (%)



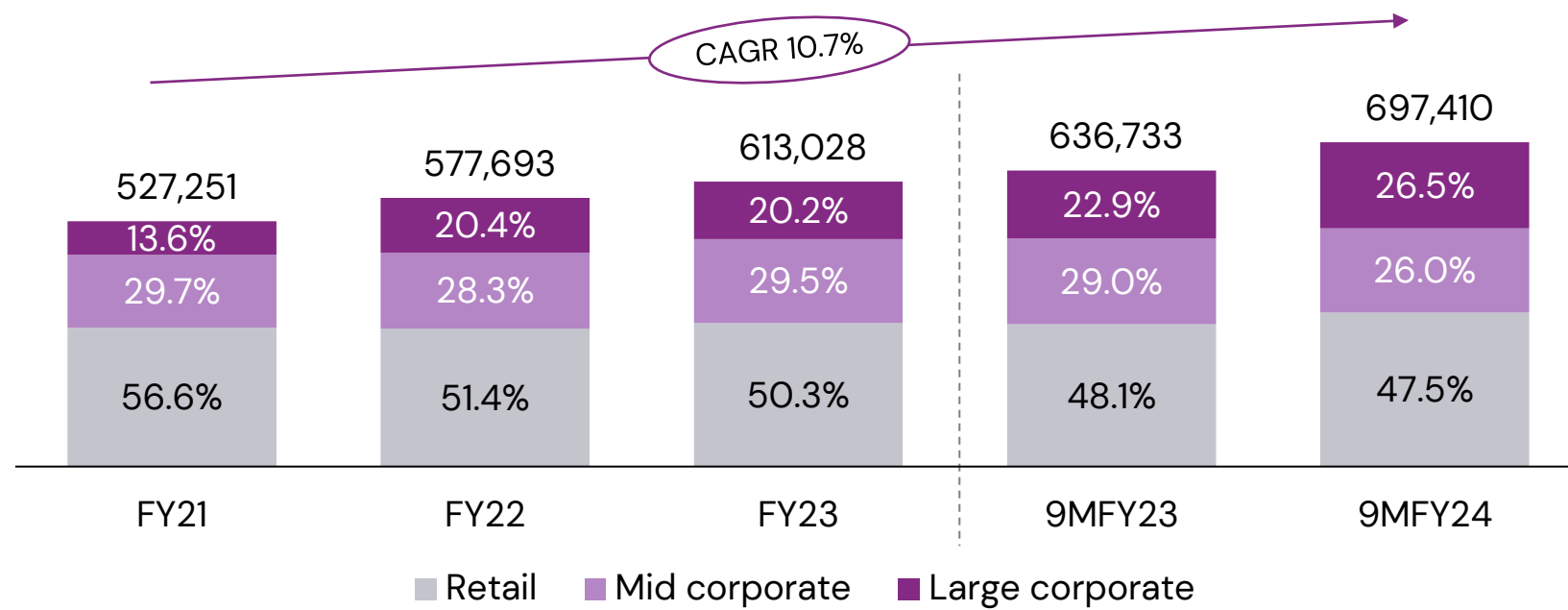
- Creation of sales teams for assets & liabilities across all the 14 regions
- Sales team of 575 employees inducted (222 sales officers & 353 feet on ground from KBL Services Ltd.¹)
- Launched new liability products (such as corporate SA, flexi current account for trusts, associations, societies, clubs etc.)



Double digit growth in advances, diversified across sectors with ability to reprice and excess liquidity

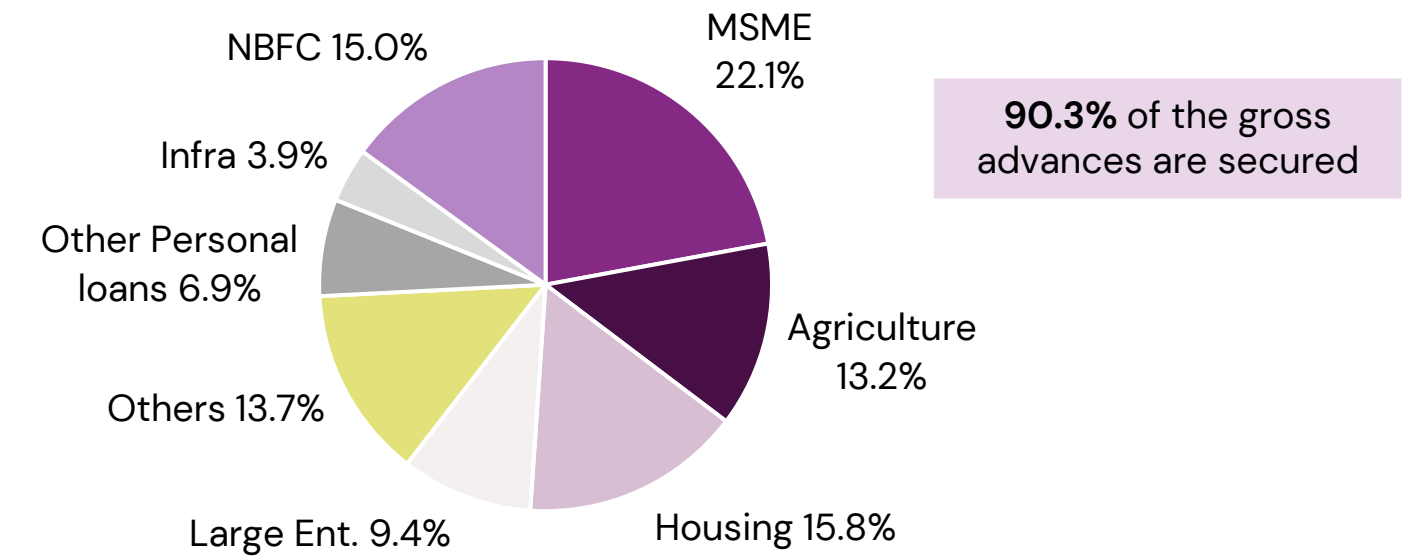
Gross Advances grew at 10.7% CAGR from FY21 to 9MFY24

Gross Advances Profile (in INR Mn)



Well diversified with MSME & Agri contributing 35.3% of total mix

Sectoral Loan Exposure (Dec-23)



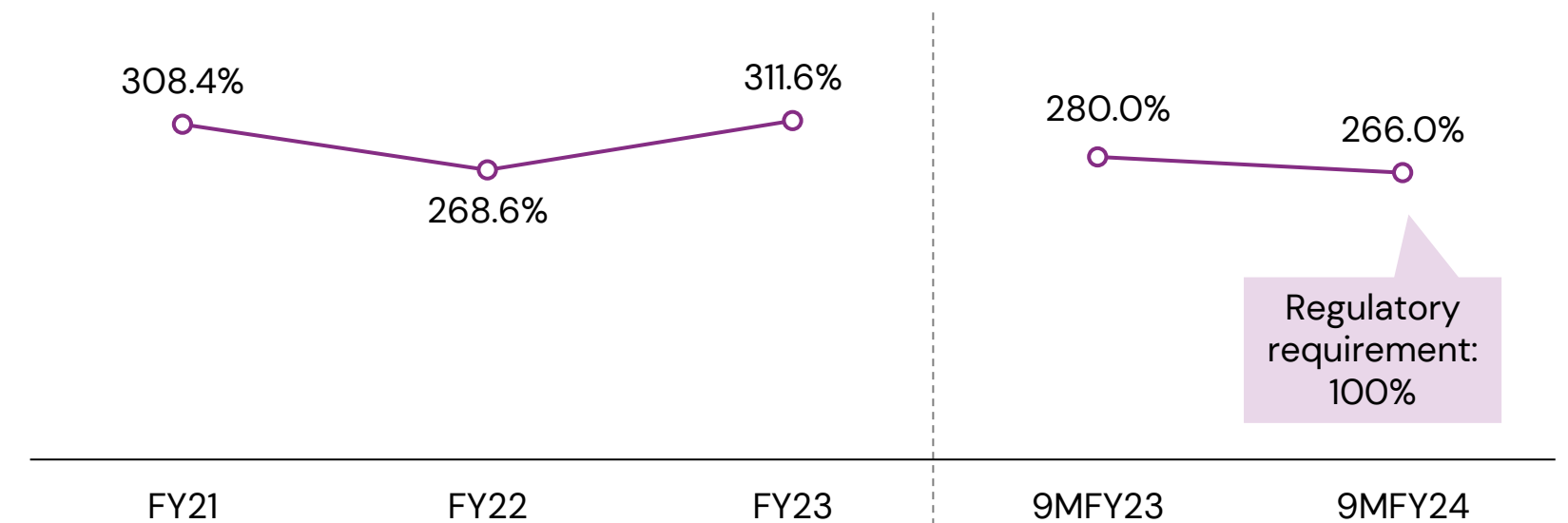
79%¹ of floating loan book supports yield repricing

Yield on Advances (%)



High LCR ensuring headroom for growth

Liquidity Coverage Ratio (%)





Establishing a robust data analytics shop...

Moving towards a digital-first bank

Embedding **data & analytics** in business processes to drive data-driven decision making...



Predictive, business/strategy & descriptive **analytics use-cases**



Upskill and Lateral augmentation of special skills on Data / Portfolio / Visualization



Upskilling **in-house analytics resources** for seamless business continuity

P

Predict & Prioritise

A

Analyse & Automate

C

Customise & Collaborate

E

Enable & Execute

Data Link to enable seamless communication and exchange of information



Scalable **central data repository** with data quality management and remediation capabilities

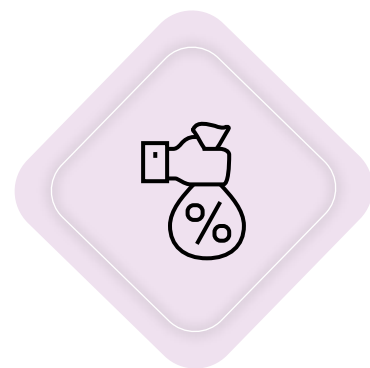


Integrated analytics with business processes to enable **data driven decision making**

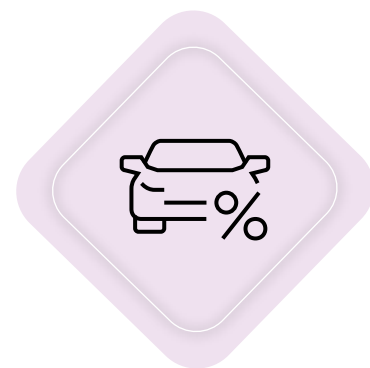


...Backed by an efficient **digital backend, and underwriting**

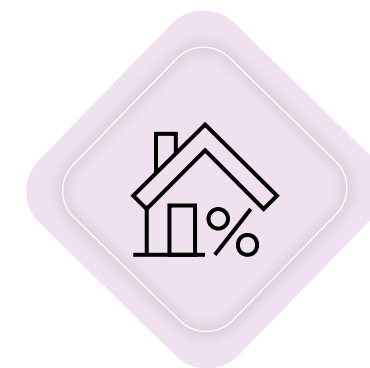
% of Digital Underwriting on Eligible Sanctions



Personal Loan: **100%**



Car Loans: **90%**



Home Loans: **93%**



MSME Loans: **93%**



...to enable cross-selling and maintaining healthy asset quality (1/2)

CASA Balance Build up

Increase CASA deposits to drive cost-effective funding



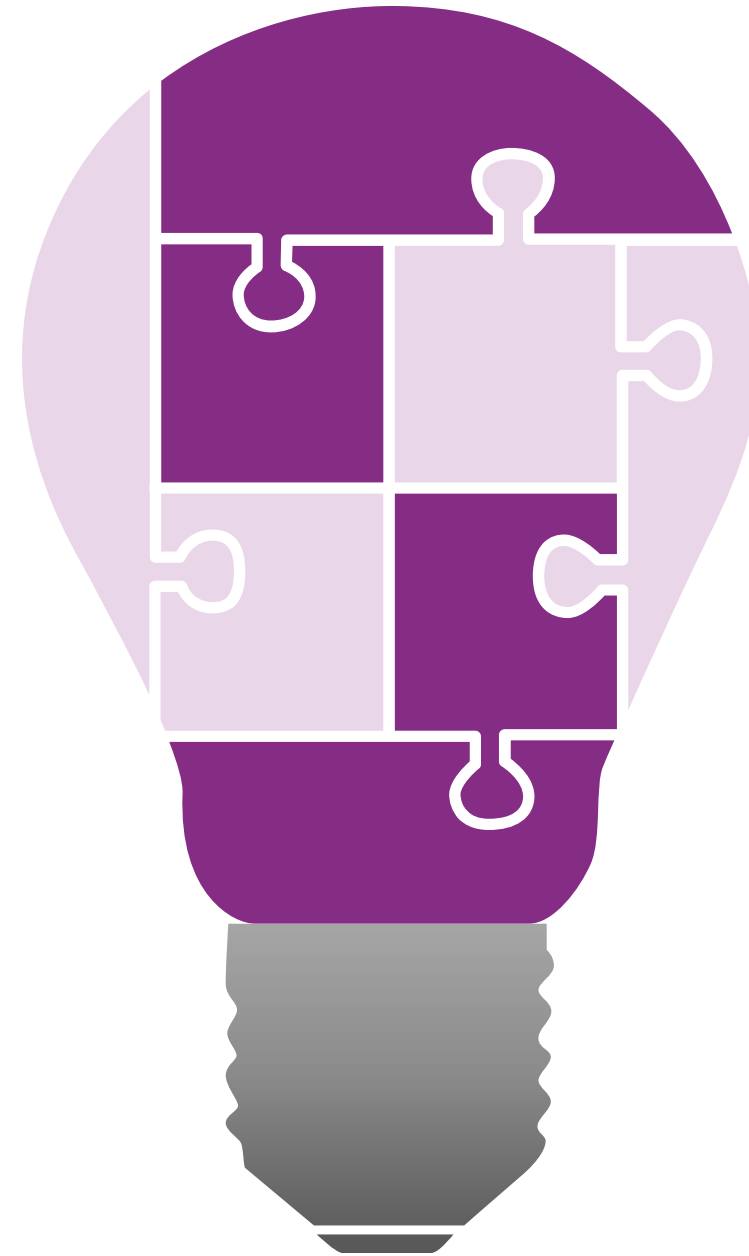
Collection Prioritisation

Optimise collection efforts through advances analytics



Behaviour Scorecard

Proactively monitor and control delinquency levels



Home Loan Propensity

Target potential home loan customers with tailored promotions and personalized offers



Primary Bank Index

Analyse overall wallet share of customer with the Bank through Customer360



Micro Market Analysis

External information on throughputs/market at a pin code level to plan operations



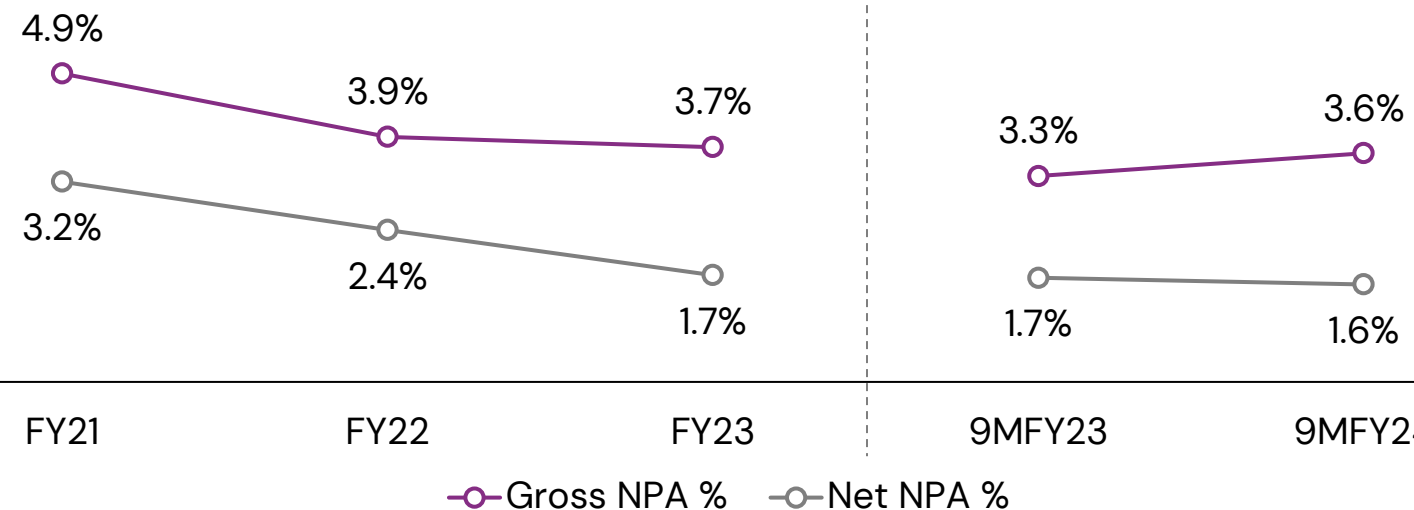
Analytics driving process and prioritization



...to enable cross-selling and maintaining healthy asset quality (2/2)

GNPA at 3.6% (10 bps down from Mar-23)

GNPA & NNPA

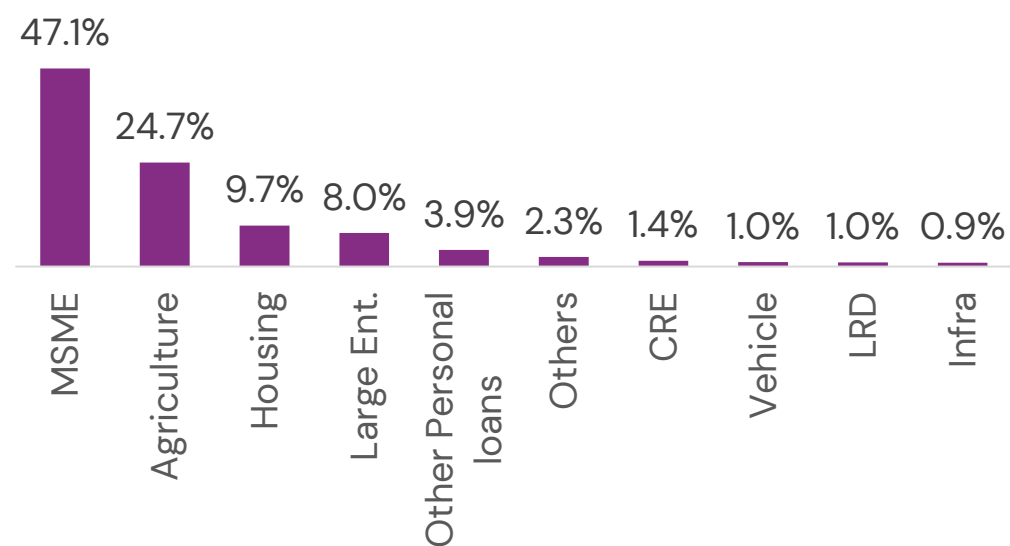


PCR has grown by 10.8 percentage points from FY21 to 9MFY24

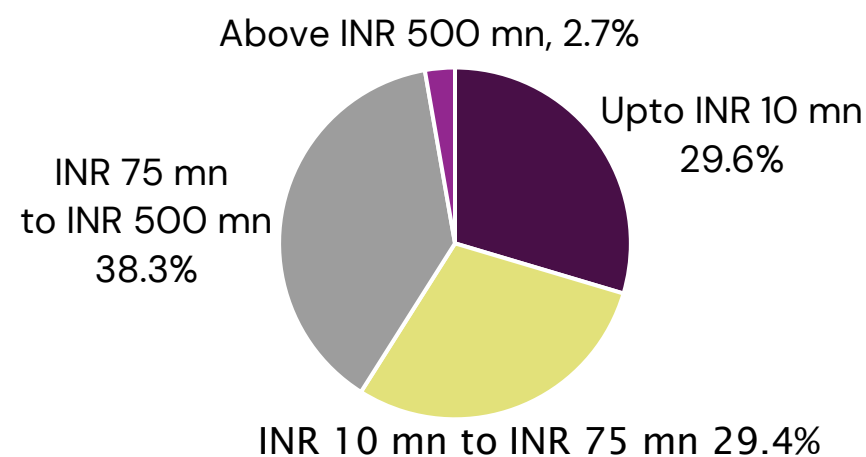
Provision Coverage (Incl. & excl. TWO¹)



Sector-wise GNPA Breakup (Dec-23)

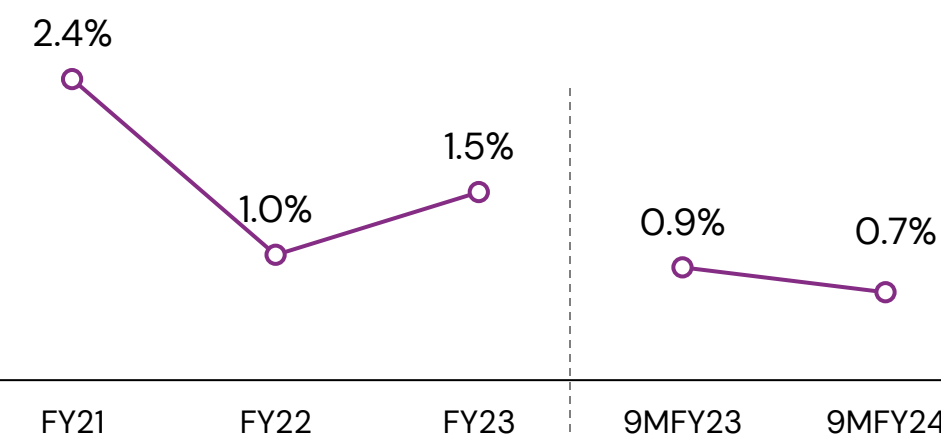


Size wise GNPA Breakup (Dec-23)



Continued reduction in Credit Cost

Credit Cost² (%)



GNPA as on 31 December 2023: INR 25,367 Mn



Digital strategies propelling book growth...

Foundation in place to Drive Next Leg of Digital Innovation

'Technology, Digital & Product Hub' at Bengaluru

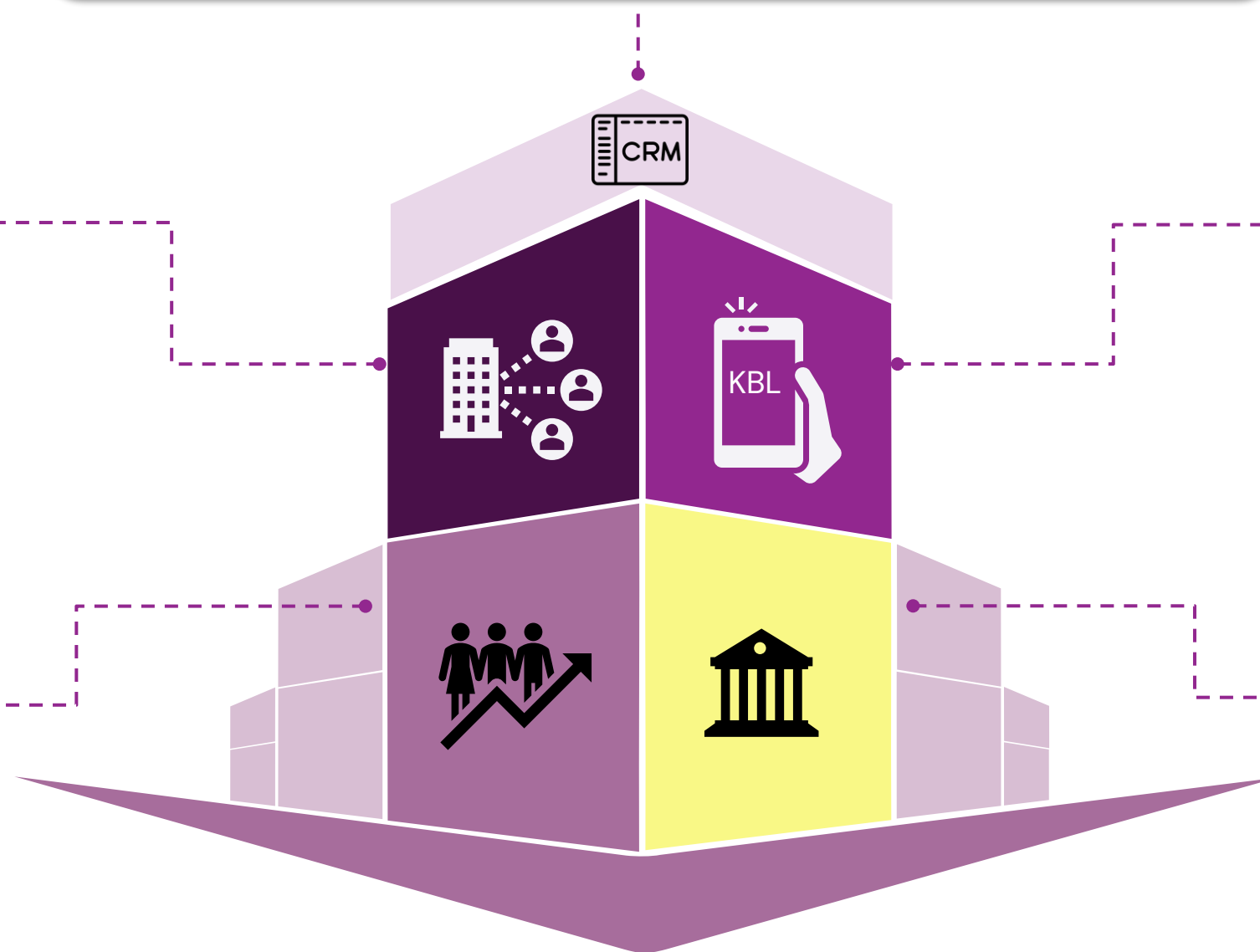
- 39,394 sq. ft. super built-up area
- 370+ work-stations
- **Products and Business Solutioning** have been integrated into the Technology and Digital Hub

- **Live with CRM:** Integration of customer data and interactions across Marketing and Sales department
- Enhanced customer engagement and improved business efficiency

- **'Project KBL-VIKAAS'** to drive transformation initiatives advised by **Boston Consulting Group (BCG)**
- Digital Centre of Excellence (**DCoE**)
- Cloud Data Platform for Analytical Centre of Excellence (**ACoE**)

- **Partnerships with Fintechs**
- **Co-lending Tech Integration**

- **Cloud Data Platform** for ACoE
- Four Modules from OFSAA including **fund transfer and profitability module** under implementation
- Scalable and configurable platform for business account



Digital strategy is based on Omnichannel experience, Modular digital banking foundation, API Driven through Open Banking architecture and personalization using Big Data

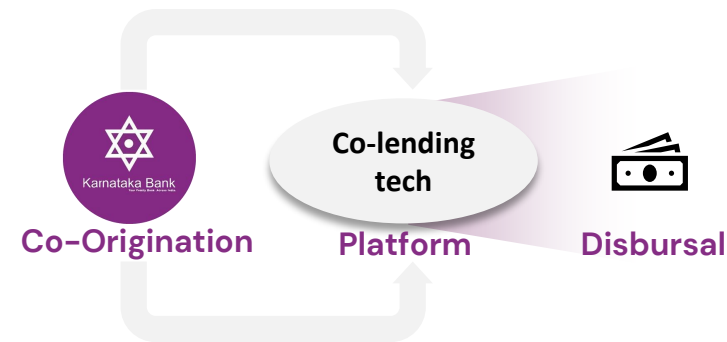


...through co-lending with NBFCs, fintech partnerships and insurance tie-ups

Digital first, private sector bank driven by fintech partnerships

Co-lending Tie-ups

Crossed INR 1,000 Mn of Co-lending



- Co-lending arrangements through the **Yubi and Northern Arc** platform
- Financial support to **women in rural & semi-urban India** with Satin Creditcare
- Providing loans to **underserved MSME sector** with Clix Capital

Priority sector lending



DigiVridhhi



KBL-Swarna Bandhu

- Tailored financial services to **dairy farmers & societies** through DigiVridhhi partnership
- Access to **gold loans at doorstep in Tier-3 and Tier-4 cities** through KBL-Swarna Bandhu

Insurance



HDFC Life
Sarutha ke jyo!



Bajaj Allianz

- Offer **comprehensive financial solutions and life insurance products**
- Alternative – Access to diverse solutions through tie-ups with HDFC Life and Bajaj Allianz Life

Co-branded Credit Cards

Crossed the milestone of 3 lakh cards;
Partner for Bank sponsored Co-branded Credit Card under discussion

AMFI-Registered MF Distributor

Empaneled with 8 AMCs;
Tie-up with MF transaction platform

Demat Services and Trading Accounts

Tie-up with online trading platforms; implementation of comprehensive wealth management platform under discussion

KBL-FASTag Service

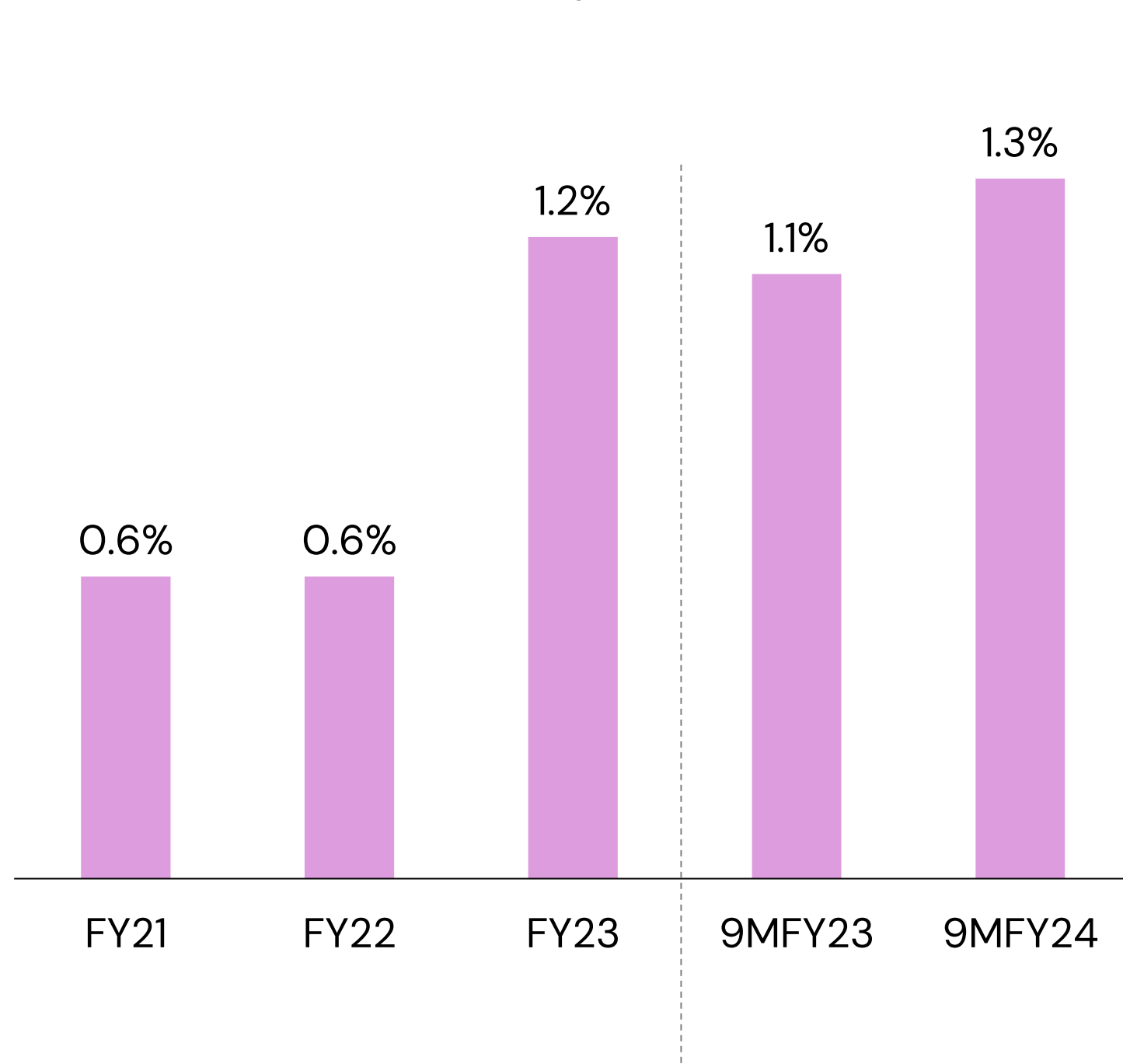
Enabling recharge through mobile banking, UPI, and NETC FASTag portal



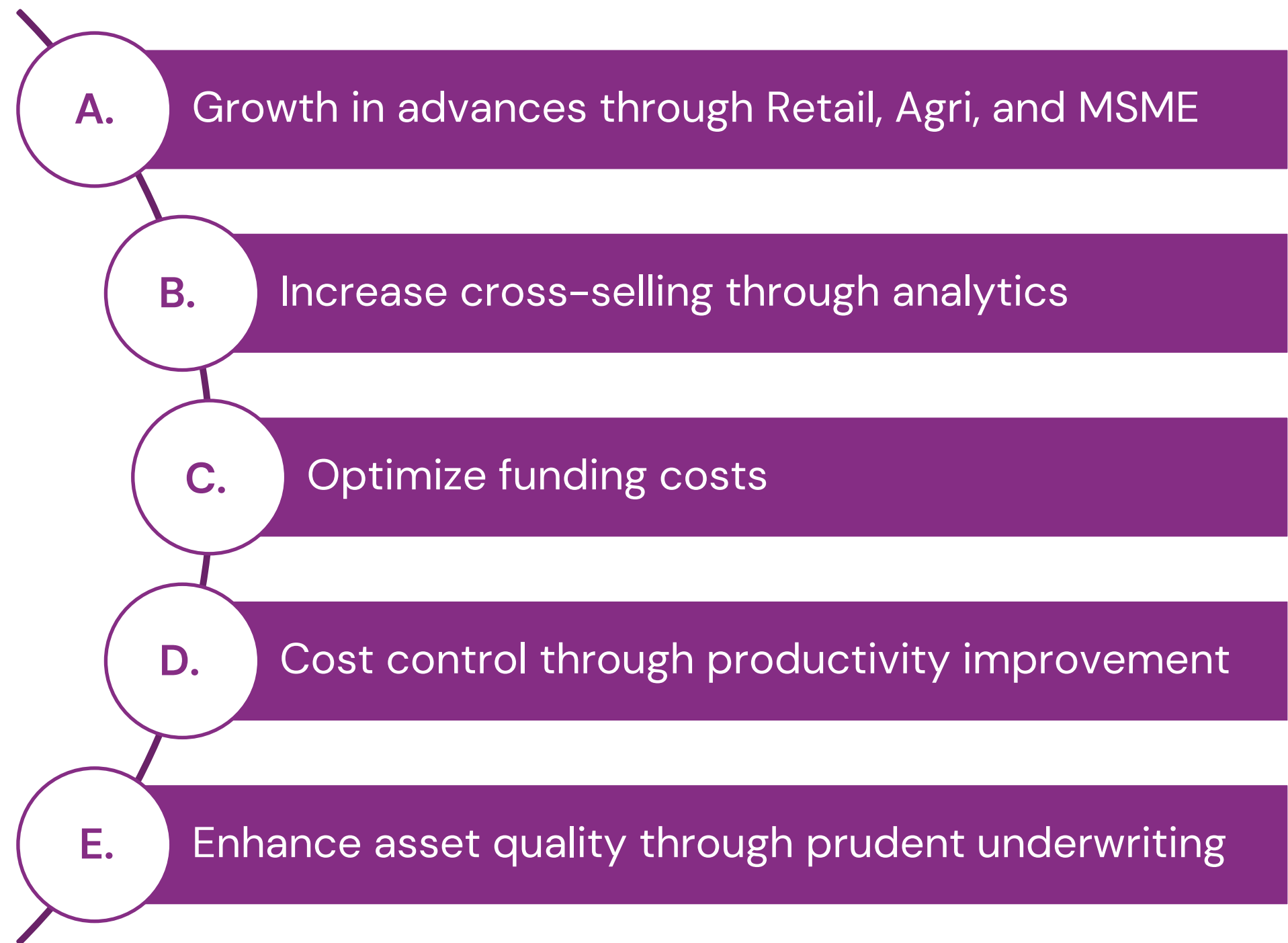
Track record of delivering consistent financial performance

Highest in last 3 years

Returns on Avg. Total Assets (%)



Key Levers for ROA Expansion



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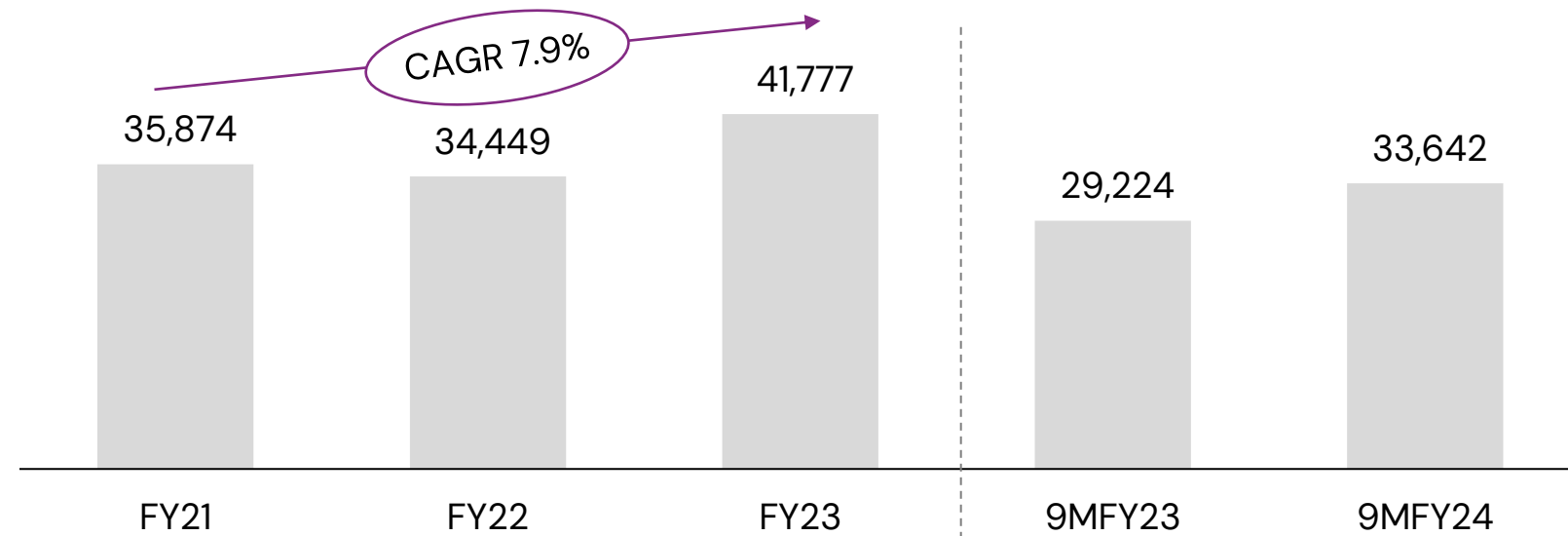




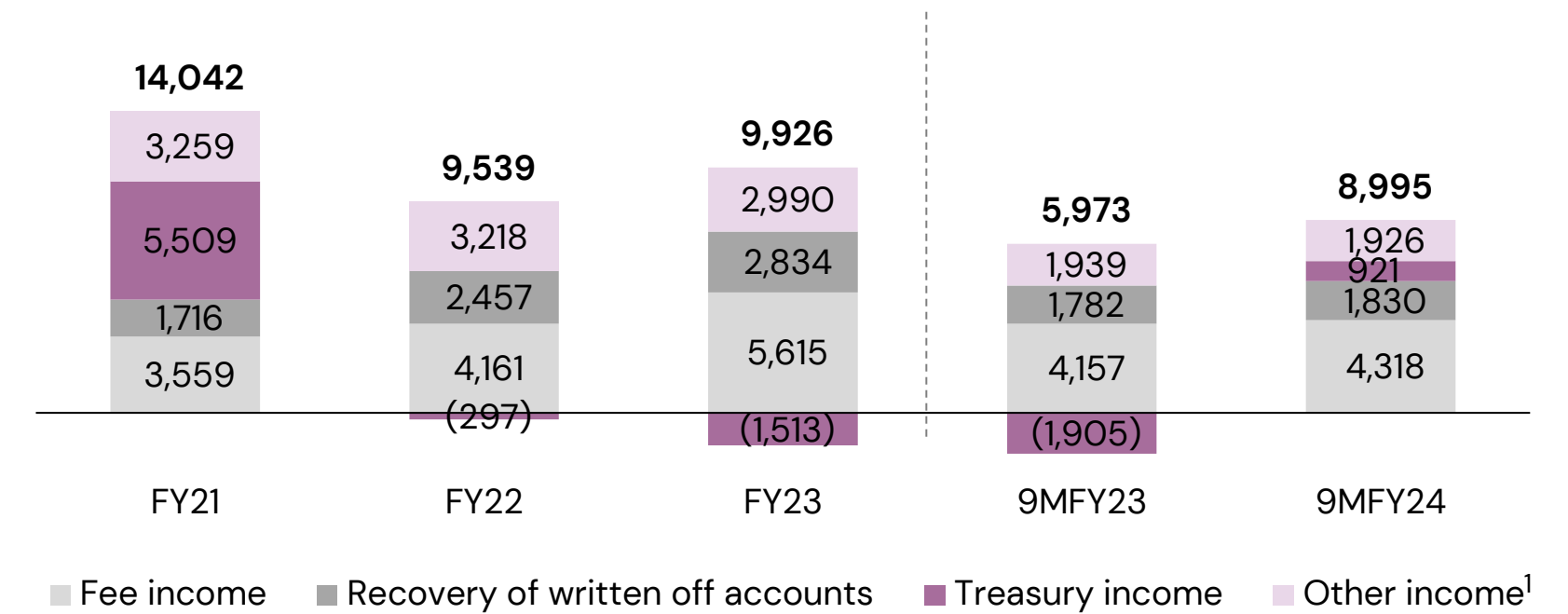
Financial Highlights (1/2)

Operating Revenue (INR Mn.)

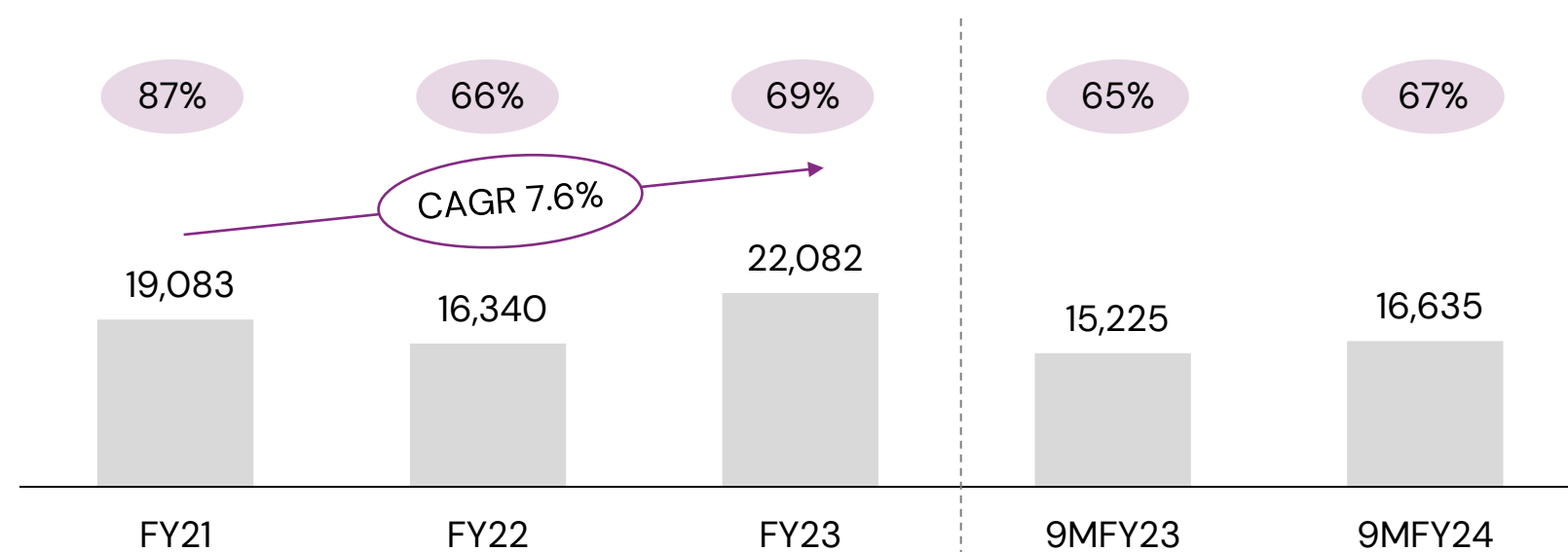
Operating Revenue = Net Interest Income + Other Income



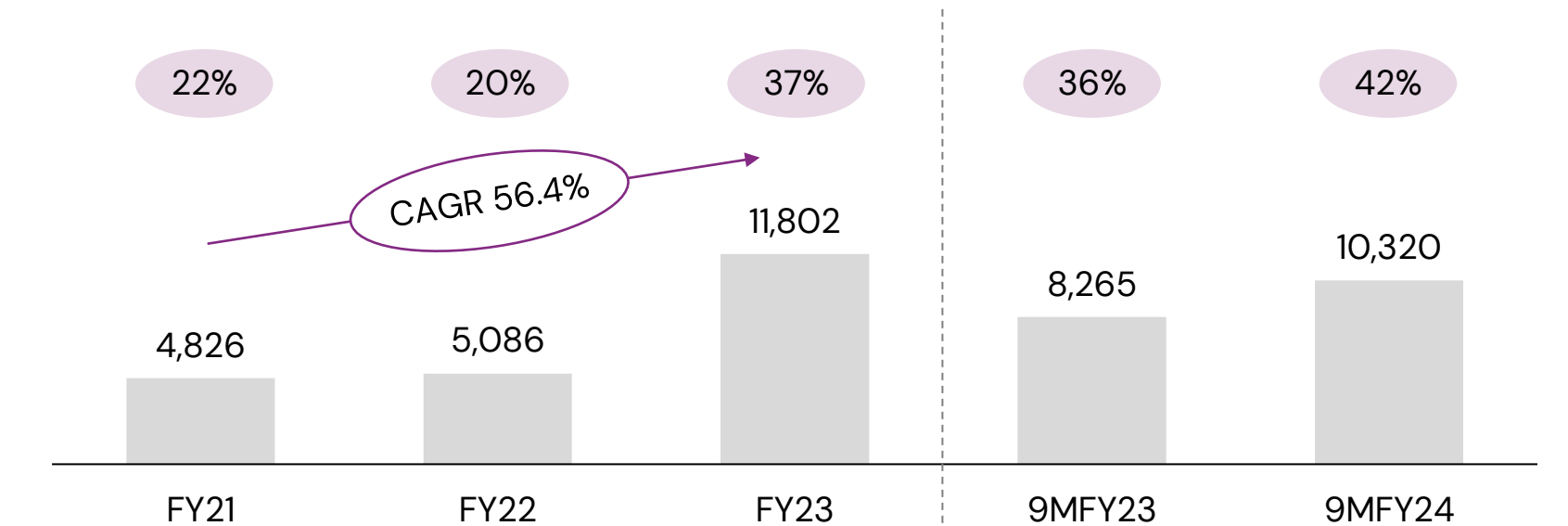
Other Income (INR Mn.)



Operating Profit (INR Mn.)



PAT (INR Mn.)



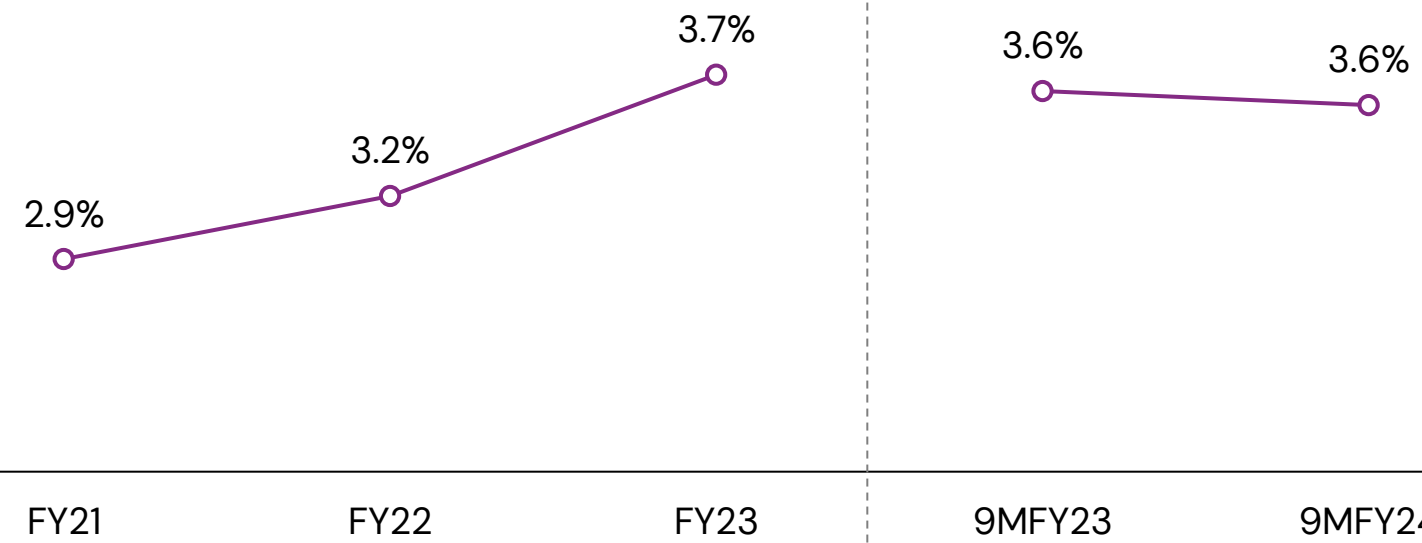
Operating Profit Margin (% of NII)

PAT Margin (% of NII)

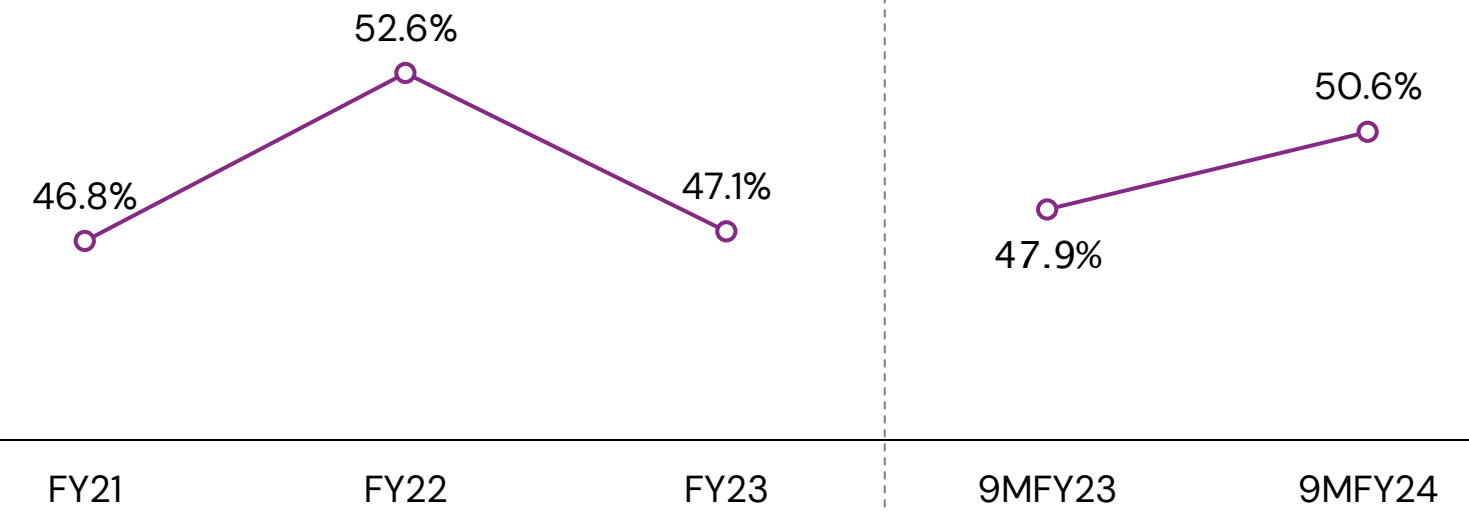


Financial Highlights (2/2)

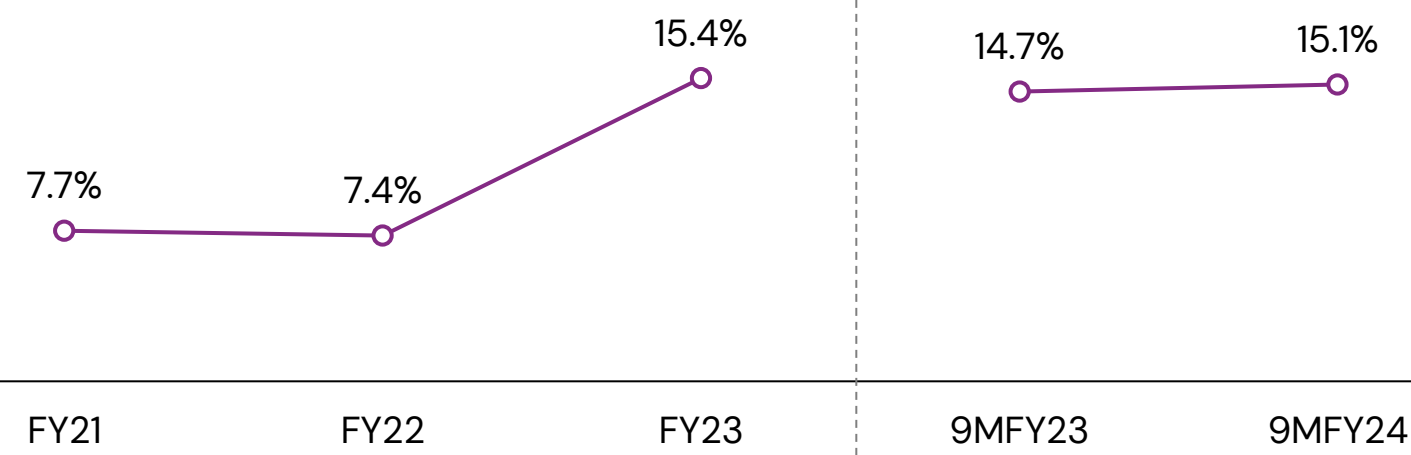
Net Interest Margin



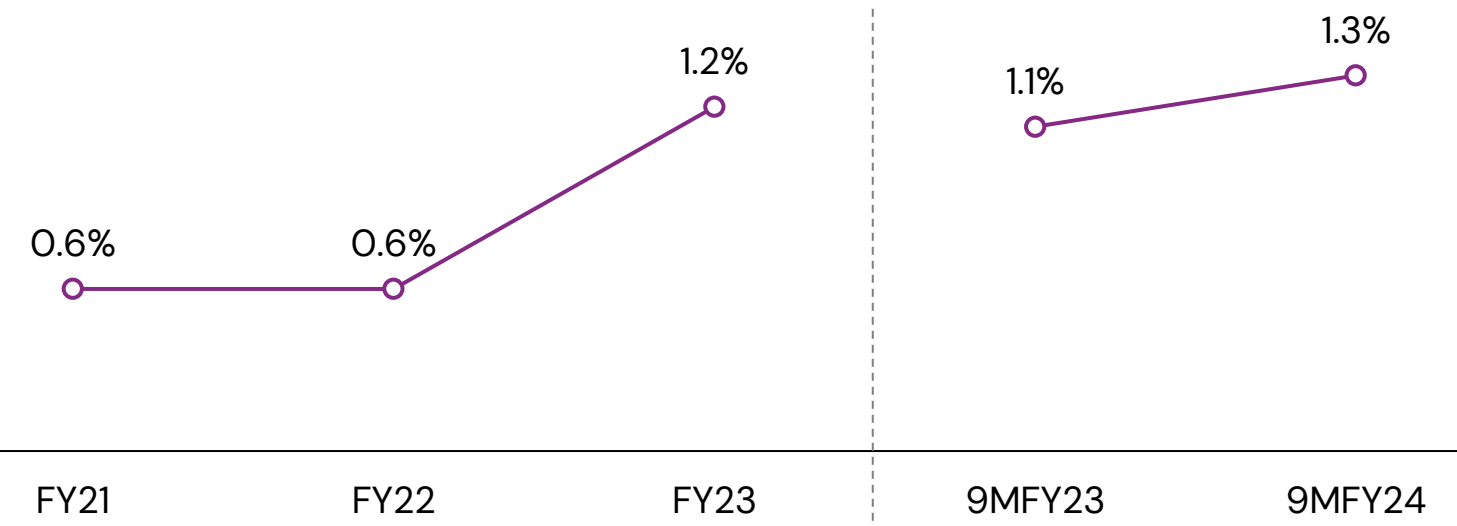
Cost to Income Ratio



Return on Equity



Return on Assets



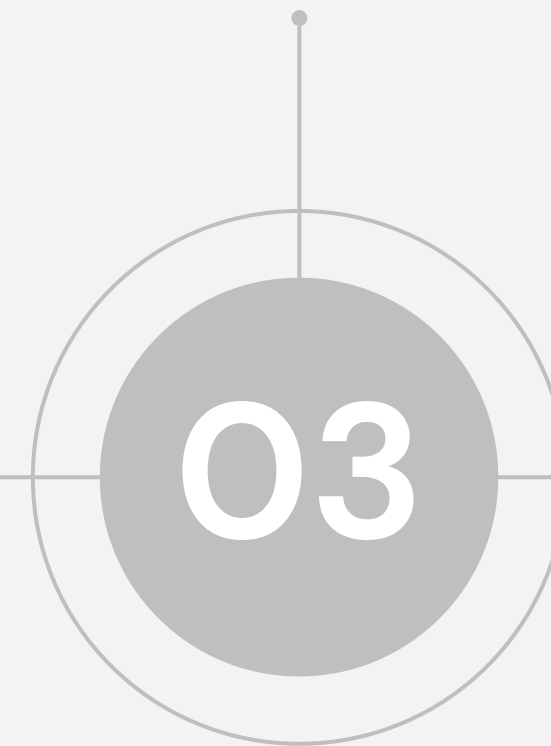
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Income statement

All figures in INR Mn

Particulars	FY21	FY22	FY23	9MFY23	9MFY24
Interest Income	62,324	62,217	72,202	52,509	60,979
Interest Expense	40,492	37,306	40,351	29,259	36,332
Net Interest Income	21,832	24,910	31,851	23,250	24,647
Other Income	14,042	9,539	9,926	5,973	8,995
Net Total Income	35,874	34,449	41,777	29,224	33,642
Operating Expenses	16,791	18,109	19,695	13,999	17,007
Employee Expenses	9,133	10,149	10,692	7,254	9,360
Other Opex	7,658	7,960	9,003	6,745	7,646
Provisions and Contingencies	12,964	9,394	7,672	5,139	4,159
Profit Before Tax	6,119	6,946	14,410	10,085	12,477
Taxes	1,294	1,859	2,608	1,821	2,156
Profit After Tax	4,826	5,086	11,802	8,265	10,320



Balance sheet

All figures in INR Mn

Particulars	FY21	FY22	FY23
Capital + Reserves ¹	66,424	70,947	82,134
Deposits	7,56,549	8,03,868	8,73,680
Borrowings	17,649	23,138	15,627
Other Liabilities & Provisions	15,533	17,886	19,142
Total Liabilities	8,56,154	9,15,840	9,90,583
Cash and Balance with RBI	48,661	39,572	52,042
Balances with Banks and Money at Call	4,494	4,795	9,552
Investments	2,16,352	2,20,410	2,33,264
Advances	5,15,158	5,67,831	5,99,516
Net Block	8,384	8,182	8,752
Other Assets	63,105	75,049	87,457
Total Assets	8,56,154	9,15,840	9,90,583



Du-Pont Analysis (% of Avg. Total Assets)

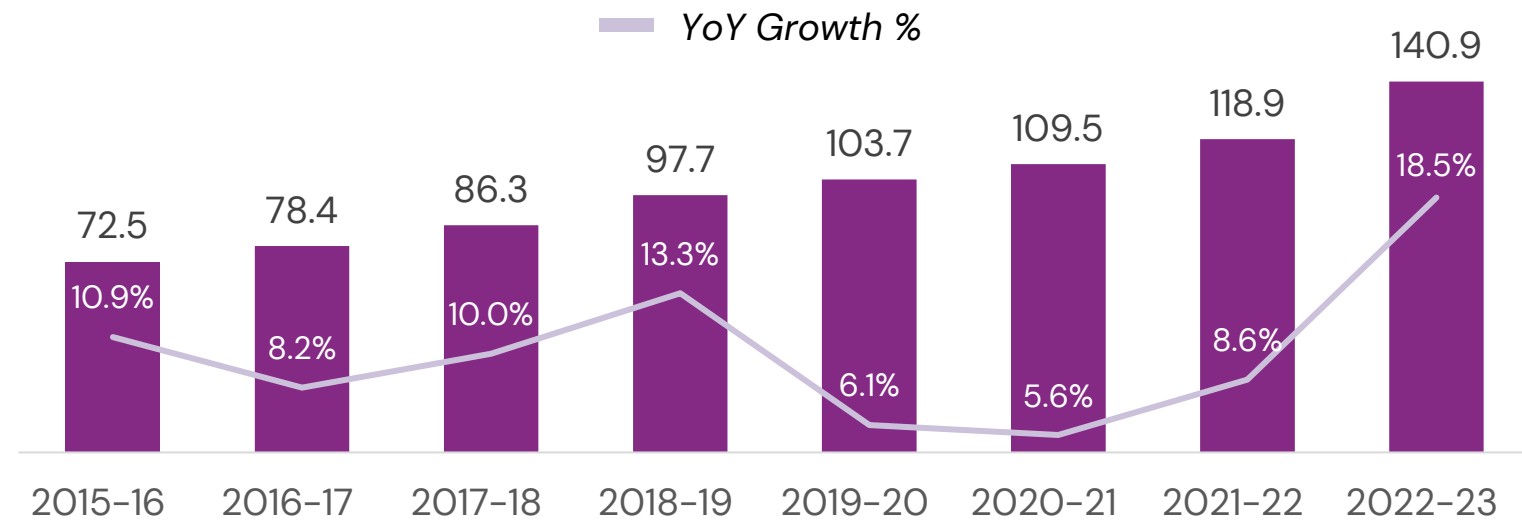
Particulars	FY21	FY22	FY23	9MFY23 ¹	9MFY24 ¹
Interest Income	7.4%	7.0%	7.6%	7.3%	7.7%
Interest Expense	4.8%	4.2%	4.2%	4.1%	4.6%
Net Interest Income	2.6%	2.8%	3.3%	3.2%	3.1%
Other Income	1.7%	1.1%	1.0%	0.8%	1.1%
Net Total Income	4.2%	3.9%	4.4%	4.1%	4.3%
Operating Expenses	2.0%	2.0%	2.1%	1.9%	2.2%
Employee Expenses	1.1%	1.1%	1.1%	1.0%	1.2%
Other Opex	0.9%	0.9%	0.9%	0.9%	1.0%
Provisions and Contingencies	1.5%	1.1%	0.8%	0.7%	0.5%
Profit Before Tax	0.7%	0.8%	1.5%	1.4%	1.6%
Taxes	0.2%	0.2%	0.3%	0.3%	0.3%
Profit After Tax (ROA)	0.6%	0.6%	1.2%	1.1%	1.3%
Return on Equity (ROE)	7.7%	7.4%	15.4%	14.7%	15.1%



Indian Banks: Record credit growth driven by under-penetration & improving asset quality

Bank credit growth at multi-year high...

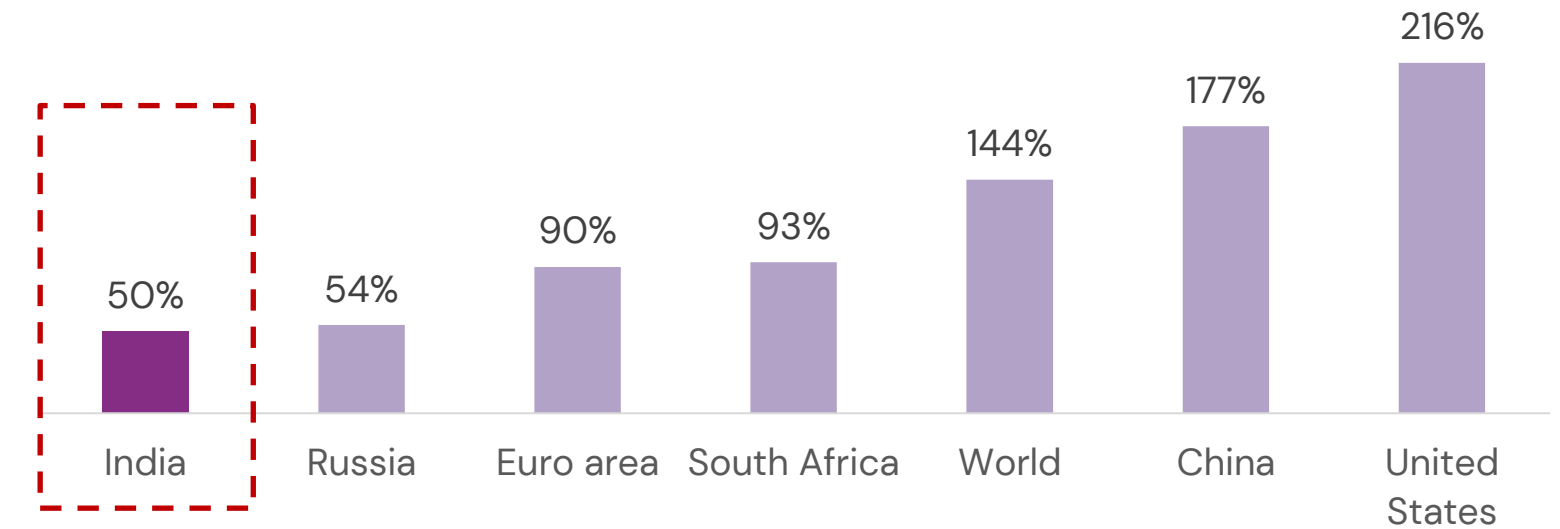
Indian Bank Credit Outstanding – Scheduled Commercial Banks (INR trillion)



Source: RBI's Report On Trend And Progress of Banking In India

...yet it remains underpenetrated

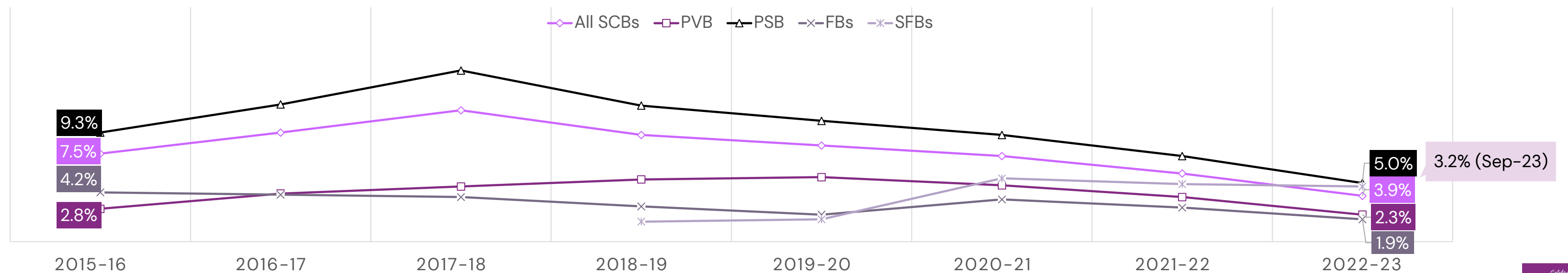
Domestic credit to Private Sector (% of GDP) – CY2021



Source: World Bank Database ([Website](#))

Improvement in Indian Bank's asset quality began in 2018-19, continued during 2023-24

GROSS NPA TRENDS (% , FY BASIS)



Source: RBI's Report On Trend And Progress of Banking In India





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